

**RICHMOND POLICE DEPARTMENT GENERAL ORDER**

NOTE: This directive is for internal use only, and does not enlarge an employee's civil liability in any way. It should not be constructed as the creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violation of this directive, if proven, can only form the basis of a complaint by this department, and then only in a non-judicial administrative setting.

Chapter 5	Number 8	Effective Date 07/07/09	Review Date 2012
Subject EMPLOYEE PERFORMANCE RATINGS			☐ New Order ☒ Replaces G.O. 5-8 (02/06/04)
Referentes <i>CALEA 35.1.1a, 35.1.1b, 35.1.1c, 35.1.1d, 35.1.2, 35.1.3, 35.1.4, 35.1.5 a, 35.1.5b, 35.1.5c, 35.1.5d, 35.1.5e, 35.1.5f, 35.1.5g, 35.1.6, 35.1.7a, 35.1.7b, 35.1.7c, 35.1.8</i> VLEPSC PER.06.01a, 06.01b, 06.01c, PER.06.02a, 06.02b Personnel Rules 3.20a, Personnel Rules 3.21, General Order 9-6 City Administrative Regulation 5.7: Performance Evaluation System			
 _____ Chief of Police or Designee		07/07/09 _____ Date	

I. PURPOSE

The purpose of this directive is to establish the policy and procedure for the use of the Employee Performance Evaluation process. *In all matters relative to the Employee Performance Evaluation process, the Richmond Police Department and its employees will conform to and be governed by the provisions of the City of Richmond's Performance Evaluation System Policy, Administrative Regulation 5.7. This policy is available online at <http://www.ci.richmond.va.us/departments/hr/AdminRegs/5-7.pdf>.*

II. POLICY

- A.** *The performance evaluation instrument is based on core competencies clearly articulated by the Department that will apply to all members in an identified job category as well as competencies that reflect an employee's specific assignments and roles mutually agreed to by the supervisor and employee. A Division/Unit Work Plan will serve as a guide for developing an employee's specific assignment criteria.*
- B.** *It is the policy of the Richmond Police Department that all of its **classified and unclassified** employees receive performance evaluations to ensure the best **assessment** of human resources available. **The performance evaluation program will require quarterly evaluation of sworn employee performance and a biannual evaluation of civilian employee performance. The evaluation is twofold – to provide regular formal feedback on performance and to comply with the Department's accreditation standards.***

III. ACCOUNTABILITY STATEMENT

All employees are expected to fully comply with the guidelines and timelines set forth in this general order. Failure to comply will result in appropriate corrective action. Responsibility rests with the Division Commander to ensure that any violations of policy are investigated and appropriate training, counseling and/or disciplinary action is initiated.

IV. GOALS

The goals of the Employee Performance Management program are to:

- A. Clearly identify performance competencies and job performance expectations;*
- B. Provide an objective and fair evaluation instrument to measure and recognize individual performance;*
- C. Facilitate regular and formal communication between supervisors and subordinates;*
- D. Motivate employees to achieve their full job potential;*
- E. Provide feedback that results in job performance improvement;*
- F. Identify staff development and/or training needs; and,*
- G. Foster fair and impartial personnel decisions.*

V. DEFINITIONS

- A. EXCEPTIONAL: Employee's performance was extremely effective based on evaluated factors and established priorities during the evaluation period. Employee's performance resulted in extraordinary achievements, with major contributions to the overall objectives of the City of Richmond.*

NOTE: Civilian employees rated exceptional shall be eligible for an A level salary increase, sworn employees shall advance in the pay step plan in accordance with article III of the pay ordinance.

NOTE: The rater shall explain in the 'Comment' section of both the sworn and civilian employee evaluation, specific reason(s) for this rating.

- B. EXCEEDS STANDARDS: Employee's performance frequently generated results that were above established expectations for the position during the evaluation period, and contributed in a superior manner to support the City's overall mission. Employee's performance resulted in significant contributions to the overall objectives of the City of Richmond.*

NOTE: Civilian employees rated exceeds standards shall be eligible for a B level salary increase; sworn employees shall advance in the pay step plan in accordance with article III of the pay ordinance.

NOTE: *The rater shall explain in the 'Comment' section of both the sworn and civilian employee evaluation, specific reason(s) for this rating.*

- C. MEETS STANDARDS:** *Employee's performance was moderately effective in the fulfillment of all established evaluation factors for the performance period. Employee's performance supported the achievement of the overall objectives of the City of Richmond.*

NOTE: *Civilian employees rated meets standards shall be eligible for a C level salary increase, sworn employees shall advance in the pay step plan in accordance with article III of the pay ordinance.*

- D. BELOW STANDARDS:** *Employee's performance often failed to meet the established evaluation factors for the performance period by falling short of desired results. Employee's performance was not effective in the achievement of the overall objectives of the City of Richmond.*

- 1. Written notification of the unsatisfactory performance will be given to the employee at least 90 days prior to the end of the annual rating period;*
- 2. Employee will be advised that his/her performance needs further development;*
- 3. Further coaching will be provided and improvement is expected. Coaching will include specific goal objectives, expected behaviors and timelines; and,*
- 4. Disciplinary action may be taken up to and including separation from City service.*

NOTE: *Civilian employees rated below standards shall not be eligible for a salary increase; sworn employees shall not advance in the pay step plan in accordance with Article III of the pay ordinance.*

NOTE: *The rater shall explain in the 'Comment' section of both the sworn and civilian employee evaluation, specific reason(s) for this rating.*

NOTE: *Levels A, B and C salary increases are determined annually based upon budget allocation from City Administration.*

VI. PROCEDURE

- A.** *The Department will provide the necessary training, policy guidance and procedures for the use of evaluation forms in addition to sufficient management involvement to ensure the success of the Employee Performance Evaluation Program. The key to successful operation of the performance system lies in monitoring its functions to ensure that it is fair and impartial and is achieving established goals and objectives, consistent with sound personnel management.*
- B.** *In accordance with City Administrative Regulation 5.7, the Chief of Police or designee shall ensure that no more than 10% of the Department's workforce is*

eligible for the “A” level salary increase and 30% of the Department’s workforce is eligible for the “B” level salary increase, unless adjusted by the City’s Chief Administrative Officer based on unique circumstances involving Department performance.

- C. *An employee’s performance evaluation is not grievable except under the conditions provided in the Grievance and Appeal Section of the Personnel Rules for the Classified Service or under the provisions of law.*
- D. *To evaluate an employee’s performance, the supervisor must have supervised the employee for at least ninety (90) days.*
- E. *Employee Performance Evaluation Period:*
 - 1. *For probationary, sworn employees, this 12 month period begins on the day following graduation from the Training Academy;*
 - 2. *For probationary, civilian employees, this 12 month period begins on the date of hire;*
 - 3. *Upon successful completion of the probation period, the next official annual performance evaluation period for a newly tenured employee, sworn or civilian will be from the date of the end of the probation period through the standard rating period end date (June 30) unless there are fewer than 90 days between the end of the probationary period and the standard rating period end date (less than 12 months – i.e. October 17 through June 30).*

If there are fewer than 90 days between the end of the probationary period and the standard rating period end date (June 30), then the newly tenured employee will be rated from the end of the probation date through the following year standard rating period (12 months plus the 89 or fewer days – i.e. May 7 through June 30 of the next year).
 - 4. *For tenured employees, the period extends from July 1 through June 30 of the following year.*

F. *Tenured Employees:*

Tenured, sworn employees will utilize the RPD’s Performance Evaluation Forms for Officers, Supervisors and/or Managers. Tenured, civilian employees will utilize the City’s Performance Evaluation Form. The Richmond Police Department will utilize the City’s performance rating period.

Each respective evaluation form has evaluation factors/core competencies that will apply to all employees in the respective job category, with a category to assign competencies when an employee is working in a special assignment. Each of the evaluation factors/core competencies has defined criteria to help measure day to day demonstration and application of the core competency in specific areas. While each job category may have similarly titled and defined evaluation

factor/core competency, the criteria used to measure the competency may differ based on the different job category.

Classified and unclassified employees shall be evaluated by their immediate supervisor through the following activities:

1. *Establishment of employee's priorities by the supervisor for the evaluation period in consultation with the employee.*
2. *Approval of employee's priorities from Reviewer (employee's supervisor's supervisor).*
3. *Participation in an Initial Planning Meeting within thirty (30) days of the start of the annual evaluation period. During such meeting, Supervisors shall formally communicate to the employee the Department Goals, City Strategic Goals, the Division/Unit Work Plan, the Employee Work Plan Goals and Measures and Core Behavior Expectations.*
4. *Participation of tenured, sworn employees in at least three Quarterly Progress Meetings on or about September 30, December 31 and March 31.*
5. *Participation of tenured, civilian employees in at least one Interim Progress Meeting with the employee within 180 days of the start of the evaluation period, or as needed.*
6. *Upon completion of the second quarter/interim evaluations and the third quarter evaluations, copies of all employees rated as either below standards or exceptional and related documentation shall be forwarded to the Human Resources Division Chief or designee for committee review. The committee shall be comprised of two sworn and two civilian employees and shall be chaired by the Human Resources Division Chief or designee. Division Commanders/Heads shall collect and forward aggregate numbers of employee ratings by category.*
7. *Participation in a Final Performance Evaluation Meeting will be held at least thirty (30) days prior to the end of the Performance Evaluation Period.*
8. At the conclusion of the rating period, each employee will be ***advised*** as to:
 - a) The results of ***his/her past year's*** performance;
 - b) The level of ***his/her*** performance;
 - c) ***Specific goals and objectives and rating criteria*** for the new reporting period; and,
 - d) ***Employee development*** relative to such topics as advancement, specialization or training appropriate to the employee's position.

9. *Each performance evaluation shall be reviewed and signed by the rater's supervisor first and then by the employee. The employee shall be informed that his/her signature does not indicate agreement with the evaluation. It only indicates that the employee has participated in the process. Each employee shall be given the opportunity to make written comments to supplement the completed performance evaluation. A copy of the completed evaluation report shall be provided to each employee.*
10. *If the employee disagrees with the rating, he/she may attach and submit a written rebuttal within ten (10) calendar days through his/her chain of command to the Chief of Police or designee for final determination. Such rebuttal does not guarantee the evaluation will be amended. Disagreement with the evaluation rating is not a grievable issue.*
11. *Performance Evaluations shall be retained and disposed of in accordance with General Schedule 17 of the Records Retention Schedule. For additional information, refer to General Order 9-6, Records Retention Protocol.*

G. Special Evaluations:

1. A supervisor may evaluate an employee at any time if it is believed that a special evaluation would be in the best interest of either the employee or the City. *The special evaluation rating may be documented on a Performance Evaluation Form or written by the supervisor in memo format and acknowledged by the employee.*
2. Change of Rater Evaluation:
 - a) If an employee's supervisor changes his/her position within the City (promotion, reassignment or transfer) during the rating period and he/she has supervised a subordinate for at least 90 calendar days of that rating period, that supervisor will be required to complete a Change of Rater evaluation on his subordinates.
 - b) If a supervisor leaves City service through resignation or retirement, he/she is requested to complete an evaluation of his/her subordinates providing he/she has supervised those subordinates for at least 90 calendar days.
 - c) If a supervisor changes his/her position through demotion, dismissal, forfeiture or reduction in force at any time in the evaluation cycle, he/she is not allowed to complete an evaluation of his/her subordinates. In this situation, where the rater is prohibited from completing the evaluation, the *employee will be evaluated for this period by the reviewer.*

NOTE: *In all three cases as listed above, a copy of the performance evaluation shall be provided to:*

- (i) *The new supervisor of the employee;*

(ii) *The employee; and,*

(iii) *Human Resources/Personnel and Recruitment Division.*

3. *Change of Employee Assignment:*

a) *When an employee (probationary or tenured) leaves his/her position for any reason (i.e. resignation, promotion, demotion, dismissal, reduction in force, retirement) after completing 90 days of the rating period and he/she has been supervised by the same rater for at least 90 days, that rater will be required to prepare a Performance Evaluation Form, including the employee's performance up to the time of departure, and forward the evaluation to the Police Human Resources/Personnel and Recruitment Division.*

b) *When an employee retains his/her position but is transferred or reassigned within the Police Department after completing 90 days of the rating period and he/she has been supervised by the same rater for at least 90 days, that rater will be required to prepare a Performance Evaluation Form, including the employee's performance up to the time of departure, and forward a copy of the evaluation to:*

(i) *The new supervisor of the employee;*

(ii) *The employee; and,*

(iii) *Human Resources/Personnel and Recruitment Division.*

H. *Civilian, Probationary Employees:*

The procedure for rating *civilian*, probationary employees is as follows:

The probationary period for all newly hired civilian personnel is 12 months from the date of hire *in his/her respective classification. During their 12 month probationary period, civilian employees shall be evaluated quarterly using a Civilian Quarterly Probation Performance Evaluation form.*

1. *Within 30 days of employment with the City, a civilian, probationary employee shall meet with his/her supervisor in a Planning Meeting. The purpose of the Planning Meeting is to establish criteria by which the employee will be evaluated on over the performance evaluation period. Within 90 days of employment with the City or as needed, Quarterly Progress Meetings will be conducted with the employee to evaluate his/her performance. At least 30 days prior to the completion of the probationary period, an Annual Performance Evaluation Meeting will be conducted.*

2. *The next official annual performance evaluation period for a newly tenured civilian employee will be from the anniversary date of their hire date through the standard rating period end date (June 30) unless there*

are fewer than 90 days between the end of the probationary period and the standard rating period end date (less than 12 months – i.e. October 17 through June 30).

3. *If there are fewer than 90 days between the end of the probationary period and the standard rating period end date (June 30), then the newly tenured civilian employee will be rated from the anniversary date of the date of hire through the following standard rating period (12 months plus the 89 or fewer days – i.e. May 7 through June 30 of the next year).*

I. Police Recruits & Field Training Personnel:

While assigned to the Training Division as Police Recruits, the employee shall be designated in a “non-sworn” employee capacity until they have graduated from the Academy. Each Recruit shall be provided with a framework for training, counseling and assistance from the Training Division to aid in their transition into entry level Law Enforcement Officer status as a commissioned Police Officer I.

The procedure for rating *Police Recruits* prior to completing basic training is as follows:

1. When a *Police Recruit* is newly hired, the Training *Division* will establish a file to be maintained at the *Training Division* until the “recruit officer” completes his/her basic training.
2. *This file shall include all documentation that indicates when a recruit is experiencing difficulty during basic training, all attempts to determine the problem and any corrective or remedial actions that are taken.*

The procedure for rating Field Training personnel is as follows:

1. *Upon commissioning and entrance into the Field Training Phase of Basic Training, each newly commissioned officer shall be provided with a Field Training Manual, which shall be reviewed and completed by the newly commissioned officer’s assigned Department of Criminal Justice Services (DCJS) Certified Field Training Officer (FTO).*
2. *All FTOs assigned to a newly commissioned officer shall have a DCJS Certification as a Field Training Officer.*
3. *It is the Field Training Officer’s responsibility to involve the newly commissioned officer in as many incidents as possible to create an atmosphere for learning and to compile Daily Observation Reports (DORs) detailing the actions, conduct and overall performance of each newly commissioned officer at the end of each shift. The DOR shall only be completed by a DCJS Certified Field Training Officer.*
4. *Field Supervisors are primarily responsible for assessing the performance of each newly commissioned officer, ensuring that the DORs are reviewed for accuracy and completed daily, completing and attaching a supervisor’s*

report to the entire packet and forwarding all documentation to the precinct Executive Officer each week.

5. *Upon completion of the Field Training Program, the precinct Executive Officer shall forward all Field Training Manuals, DORs and charting sheets to the Training Division.*
6. The **Recruit Class** Coordinator is a member of the Academy staff, who is responsible for maintaining the files of each police recruit. *This process continues after the recruit is commissioned into a sworn status and has successfully completed Field Training.*

J. Sworn, Probationary Employees:

The City of Richmond's Personnel Rules require sworn personnel to serve a 12-month probationary period following graduation from the police training academy (Personnel Rule 3.20a).

The 12 month probationary period for all Police Officers begins the day after graduation from the Academy.

The sworn, probationary employee will be evaluated quarterly and will follow evaluation requirements as follows:

1. The probationary **sworn** employee will be evaluated *during the first quarter in accordance with Field Training criteria and procedures described in Section I above.*
2. *Upon successful completion of Field Training, the probationary sworn employee shall meet with his/her supervisor in a Planning Meeting. The purpose of the Planning Meeting is to establish criteria by which the employee will be evaluated on over the next three quarters of the performance evaluation period. Quarterly Progress Meetings will be conducted with the employee to evaluate his/her performance using the Sworn Officer – Probation Only evaluation forms.*
3. At the end of the eleventh (11th) month of the officer's probationary period, the immediate supervisor will compile a final evaluation of the employee. This evaluation will serve as the final probationary evaluation. The original shall be sent to the Police Personnel and Recruitment Division and a copy of the evaluation shall be given to the employee.
4. The next official **annual** performance evaluation period for a newly tenured **sworn employee** will be *from the anniversary date of graduation from the Academy through the standard rating period end date (June 30)* unless there are fewer than 90 days between the end of the probationary period and the standard rating period end date (less than 12 months – i.e. October 17 through June 30).
5. If there are fewer than 90 days between the end of the probationary period and the standard rating period end date (June 30), then the newly tenured

sworn employee will be rated from the anniversary date of graduation from the academy through the following standard rating period (12 months plus *the* 89 or fewer days – i.e. May 7 through June 30 of the next year).

NOTE: The Probationary Evaluation Report (PER) once used every two weeks is no longer required.

K. Probationary Period Terminations:

1. The Chief of Police *or designee* may dismiss a probationary employee for any non-discriminatory reason during *his/her* probationary period. If the employee is separated during the probationary period, he/she has no right to appeal to the Personnel Board.
2. ***If an employee is recommended for termination, the letter of recommendation along with the employee's Performance Evaluation must be completed by their immediate supervisor and forwarded through channels to the Chief of Police or designee prior to the end of the eleventh (11th) month. A copy of all sworn recommendations shall be forwarded to the Human Resources/Personnel & Recruitment Division.***
3. Should the Chief of Police *or designee* not dismiss an affected employee during the employee's probationary period, the employee shall be granted tenured status at the conclusion of the probationary period.
4. ***If an employee is recommended for permanent/tenure status, the Final Performance Evaluation must be completed and forwarded to the Police Human Resources Division for review and distribution to Police Personnel and Recruitment Division for inclusion in the employee's personnel file and when necessary, to the Payroll Unit.***
5. ***The Human Resources Division Chief or designee will track all first year probationary employees and will notify the appropriate Major or Civilian Manager when the final probationary evaluation is due.***

L. Adjustment Period:

1. Persons employed in a permanent position shall serve a 180-day adjustment period whenever they are promoted, demoted or transferred.
2. The newly promoted employee will meet with his/her next level supervisor and discuss the following:
 - (a) The level of performance expected;
 - (b) The rating criteria on goals; *and*,
 - (c) Career counseling relative to topics as advancement, specialization or training appropriate to the employee's position.
3. The supervisor is responsible for monitoring and providing feedback on the progress of the employee serving an adjustment period.

4. *An employee serving an adjustment period will have been deemed to have successfully completed such period unless the employee is notified in writing to the contrary. Notification to the employee shall include a performance evaluation specifying the performance deficiencies and forwarded, through channels, to the Chief of Police or designee, 15 days prior to the end of the adjustment period.*
5. *An employee who does not successfully complete the adjustment period following a promotion or transfer shall be returned to the position held immediately prior to the promotion or transfer, provided such position is vacant.*
6. *The adjustment period evaluation will be completed by using the Performance Evaluation form.*

NOTE: The adjustment period evaluation DOES NOT exempt an employee from completing an Annual Performance Evaluation.

VII. ROLES AND ACCOUNTABILITY

A. All Employees shall:

1. *Conform to and be governed by the provisions of the City of Richmond's Performance Evaluation System Policy, Administrative Regulation 5.7 in all matters relative to the Employee Performance Evaluation Process. This policy is available online at:*
<http://www.ci.richmond.va.us/departments/hr/AdminRegs/5-7.pdf>
2. *Have the option to attach and submit a written rebuttal to his/her evaluation form within ten (10) calendar days through his/her chain of command to the Chief of Police or designee when the employee disagrees with a performance rating.*

B. Supervisors (Raters) shall:

1. *Formally communicate to each employee under his supervision Department Goals, City's Strategic Goals and the Employee Work Plan Goals & Measures and Core Behavior Expectations at the beginning of the performance evaluation cycle. These standards can be supplemented or modified during the rating period, as required, with the approval of the reviewer and notification to the employee;*
2. *Regularly document employee performance and provide verbal and/or written feedback to the employee throughout the entire evaluation period;*
3. *Provide employee with written notification of unsatisfactory performance (i.e. rating of "below standards") at least 90 days prior to the end of the rating period;*

4. *Distribute a performance evaluation form to the employee at the initial performance Planning meeting when standards and performance objectives are established;*
5. *Provide the employee with a copy of the agreed-upon Employee Work Plan Goals & Measures and Core Behavior Expectations after the initial performance Planning meeting;*
6. *Conduct Interim Performance Evaluation meetings with civilian employees at the approximate mid-point in the evaluation cycle, if necessary;*
7. *Conduct Interim Performance Evaluation meetings with sworn employees on a quarterly basis in the evaluation cycle;*
8. *Meet with the reviewer to discuss and review the performance of each employee under his/her supervision at the end of the performance cycle. The Supervisor will then meet with the employee at the end of the rating period to review and discuss the completed Performance Evaluation and comments section supporting rating. The rater and reviewer may choose to modify the employee's evaluation prior to review/discussion with the employee;*
9. *Ensure the employee signs the evaluation and attaches any comments to supplement the completed report. If the employee disagrees with the rating, he/she may attach and submit a written rebuttal within ten (10) calendar days through his/her chain of command to the Chief of Police or designee for final determination. Such rebuttal does not guarantee the evaluation will be amended. Disagreement with the evaluation rating is not a grievable issue;*
10. *Provide the employee with a copy of the final completed, signed evaluation and copies of all documents;*
11. *Forward performance evaluation to rater's supervisor (reviewer) for review and signature;*
12. *Advise the employee concerning expectations for the upcoming evaluation period to include:*
 - a. *Tasks of the position occupied;*
 - b. *Level of performance expected; and,*
 - c. *Evaluation rating criteria.*
13. *Complete and forward a recommendation letter and completed Performance Evaluation through channels to the Human Resources Division Chief or designee and the Chief of Police or designee when an employee is recommended for termination;*

14. *Evaluate civilian, probationary employees on a quarterly basis using a Civilian Quarterly Probation Performance Evaluation form;*
15. *Monitor and provide feedback on the progress of the employee serving an adjustment period;*
16. *Compile a final evaluation of the employee at the end of the eleventh (11th) month of the employee's probationary period;*
17. *Prepare a Performance Evaluation Form, to include the employee's performance up to the time of departure, when an employee (probationary or tenured) leaves his/her position for any reason (i.e. resignation, promotion, demotion, dismissal, reduction in force, retirement) after completing 90 days of the rating period and who has been supervised for at least 90 days and forward a copy of the evaluation to the Police Human Resources/Personnel and Recruitment Division; and,*
18. *Prepare a Performance Evaluation Form, to include the employee's performance up to the time of departure, for the employee who is transferred or reassigned within the Police Department after completing 90 days of the rating period and who has been supervised for at least 90 days and forward a copy of the evaluation to the new supervisor of the employee, employee and Human Resources/Personnel and Recruitment Division.*

C. Reviewers shall:

1. *Ensure that an initial Performance Planning meeting and discussion takes place between the rater and the employee and that the Employee Work Plan Goals & Measures and Core Behavior Expectations are appropriate and support the work unit programs;*
2. *Ensure consistency, completeness and accuracy of the completed employee evaluation;*
3. *Evaluate the quality of ratings given to employees to ensure that those ratings are applied fairly, impartially and uniformly;*
4. *Sign the performance evaluation at the completion of the evaluation process;*
5. *Complete and forward permanent/tenure status employees' Final Performance Evaluation to the Police Human Resources Division for review and distribution to Police Personnel and Recruitment Division for inclusion in the employees' personnel file and when necessary, Payroll Unit; and,*
6. *Complete a Performance Evaluation form for an employee whose rater is prohibited from completing the evaluation and forward a copy of the performance evaluation to the new supervisor of the employee, the employee and Human Resources/Personnel and Recruitment Division.*

D. Chief of Police or designee shall:

- 1. Be responsible for the overall Performance Evaluation process in effect in his/her Department;**
- 2. Ensure that no more than 10% of the Department's workforce is eligible for the "A" level salary increase and 30% of the Department's workforce is eligible for the "B" level salary increase, unless adjusted by the City's Chief Administrative Officer based on unique circumstances involving agency performance; and,**
- 3. Have the authority to dismiss a probationary employee for any non-discriminatory reason during his/her probationary period.**

E. OIC, Personnel and Recruitment Division or designee shall:

Retain all rating forms that are compiled every 30 days (except for recruits which are maintained by the Training Division). Only those final performance evaluations required by the City Personnel Rules will be maintained by the City's Department of Human Resources.

F. Human Resources Division Chief or designee shall:

- 1. Provide the necessary training, policy guidance, procedures for the use of evaluation forms in addition to sufficient management involvement to ensure the success of the Employee Performance Evaluation Program;**
- 2. Be the primary point of contact for Department employees concerning Performance Evaluation issues;**
- 3. Oversee a committee comprised of two sworn and two civilian employees to review performance evaluations of employees rated either below standards or exceptional following the second quarter/interim and third quarter evaluation periods. The committee shall also assess the aggregate numbers of employee rating scores by division following the same evaluation periods;**
- 4. Track all first year probationary employees' progress; and,**
- 5. Notify the appropriate Major or Civilian Manager when the final probationary evaluations are due.**

G. OIC, Training Division or designee shall:

- 1. Provide each probationary, sworn employee with a framework for training, counseling and assistance to aid the employee in his/her transition into entry level Law Enforcement Officer status; and,**
- 2. Establish and maintain police recruit files until he/she completes basic training.**

H. Field Training Officers shall:

- 1. Be DCJS certified;**
- 2. Involve assigned trainee in as many incidents as possible to create an atmosphere for learning; and,**
- 3. Compile Daily Observation Reports (DORs) detailing actions, conduct and overall performance of each “recruit/officer” at the end of each shift.**

I. Field Supervisors shall:

- 1. Assess the performance of each newly commissioned officer;**
- 2. Ensure that DORs are accurate and completed daily; and,**
- 3. Attach a supervisor’s report to the entire packet and forward all documentation to the precinct Executive Officer each week.**

J. Recruit Class Coordinator shall:

Maintain files of each police recruit’s progress including the recruit’s progression through the Training Academy and Field Training.

K. Precinct Executive Officer shall:

- 1. Review all Field Supervisor’s weekly reports and DORs;**
- 2. Maintain all weekly reports until the final day of Field Training; and,**
- 3. Forward all Field Training Manuals and charting sheets to the Training Division upon completion of the Field Training Program.**

VIII. FORMS

A. Civilian Forms

- 1. Quarterly Probation Performance Evaluation**
- 2. Employee Performance Evaluation Form**
- 3. Supervisor/Manager Performance Evaluation Form**

B. Sworn Forms

- 1. Officer Performance Evaluation Form**
- 2. Officer Probationary Evaluation Form**
- 3. Supervisor Performance Evaluation Form**
- 4. Manager Performance Evaluation Form**

C. Field Training

- 1. Daily Observation Report (DOR)***
- 2. Charting Sheets***